## Agenda

1. Continental Group | 3
2. Automotive Group Sector | 16
3. Tires Group Sector | 52
4. ContiTech Group Sector | 67
5. Corporate Governance | 89
6. Sustainability | 95
7. Financials | 106
8. Back-up | 119
# Agenda

<table>
<thead>
<tr>
<th></th>
<th>Continental Group</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>2</td>
<td>Automotive Group Sector</td>
<td>16</td>
</tr>
<tr>
<td>3</td>
<td>Tires Group Sector</td>
<td>52</td>
</tr>
<tr>
<td>4</td>
<td>ContiTech Group Sector</td>
<td>67</td>
</tr>
<tr>
<td>5</td>
<td>Corporate Governance</td>
<td>89</td>
</tr>
<tr>
<td>6</td>
<td>Sustainability</td>
<td>95</td>
</tr>
<tr>
<td>7</td>
<td>Financials</td>
<td>106</td>
</tr>
<tr>
<td>8</td>
<td>Back-up</td>
<td>119</td>
</tr>
</tbody>
</table>
Continental Group
Leading the Way for Your Mobility

Material expertise for industry solutions

Leading technology provider and systems integrator of choice for the software-defined vehicle

Industry-benchmark in tires

~200,000 talented and dedicated employees
Continental – Who We Are

As at: December 31, 2023.

- €41.4 billion sales
- ~200,000 employees
- 505 locations in 56 countries and markets

Sales by group sector:
- Automotive: 49%
- Tires: 34%
- ContiTech: 17%
- Contract Manufacturing: 1%

As at: December 31, 2023.
Continental – Who We Are
Our Structure

Group

Group Sector

Automotive

Tires

ContiTech

Business Area

› Safety and Motion
› Autonomous Mobility
› User Experience
› Architecture and Networking
› Software and Central Technologies

› Original Equipment
› Replacement APAC
› Replacement EMEA
› Replacement the Americas
› Specialty Tires

› Industrial Solutions AMERICAS
› Industrial Solutions APAC
› Industrial Solutions EMEA
› Original Equipment Solutions
› Surface Solutions
Continental on the Move

Era of Success
Value accretive outperformance

Era of Decline
Deterioration of profitability

Era of Recalibration
Stabilization and laying foundation

Era of Execution
Excelling out of transformation
2024+ Era of Execution
Our Strategic Mission

We are the mobility and material technology group for safe, smart and sustainable solutions.
2024+ Era of Execution
Our Approach & Commitment

The triple play for future value

1. SHORT-TERM PERFORMANCE
   - Improve efficiency
   - Consistent delivery

2. MID-TERM STRATEGY
   - Execute portfolio strategy
   - Stepwise target achievement

3. LONG-TERM VISION
   - Create value for a better tomorrow
   - Our technologies. Your solutions. Powered by the passion of our people.

How will we achieve this?
With our decisive and performance-driven team.

Management focus
- Clear targets
- Accountability
- Execution
- Prioritize
- Industrial logic
- Clear decisions
- Technology
- Transformational change
- Invest in employees
2024+ Era of Execution
Our Joint Contributions

› Reliable profitability and upside potential through increased industry share

› Execute best-ownership
› Portfolio execution team in place
› Effective capital allocation mechanism
› Exploit synergies and strategic capabilities

› Strong cash generation and operational excellence through customer-centric solutions

› Growth engine for safe, connected and convenient solutions, delivering performance improvement

Independent when necessary – united where purposeful
2024+ Era of Execution

› **LEAD** In all product groups in **value creation** and **technological excellence**

› **FOCUS** Strict **portfolio** management along value-accractive principles

› **PERFORM** Rigorous execution of **cost reduction programs**
  Top in operational and commercial excellence

› Conduct continuous **portfolio reviews**
  › **User Experience business area** carve-out and preparation of strategic options
  › **Other businesses** of combined annual sales of ~€1.4 bn under review
  › Streamlining business by dissolution of former **Smart Mobility business area**
2024+ Era of Execution

- Strong cash generation
- Operational excellence through customer-centric solutions
- Strong resilience across business cycles
- Best-in-class value creation and cash generation based on our CORE of:
  - operational excellence
  - technology
  - brand power
- Realizing OPPORTUNITIES by tapping into profit pools and gaining traction: such as EVs, UHP, sustainability (RESPONSIBILITY) and APAC/AM regions
- Clear differentiation through customer centricity is key to continued outperformance
2024+ Era of Execution

- Reliable profitability and upside potential through increased industry share
- Focus on margin-accrative industry business

- **ENSURE SUCCESS** by focusing strong margin-accrative **INDUSTRY BUSINESS**
  - Legal and physical **independence of OE Solutions business area**
  - **Rightsizing** while improving performance of **AUTOMOTIVE BUSINESS**
  - Increase **industry share to ~80%**

- Convert strong **industry OE position** into profitable replacement business
- Leverage unmatched portfolio and **material leadership to outperform**
## Group Financial Outlook

### Sales

<table>
<thead>
<tr>
<th></th>
<th>2023</th>
<th>Short-term</th>
<th>Mid-term</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Group</strong></td>
<td>€41.4 bn</td>
<td>~€44–48 bn</td>
<td>~€51–56 bn</td>
</tr>
<tr>
<td><strong>Automotive</strong></td>
<td>€20.3 bn</td>
<td>~€22–24 bn</td>
<td>~€26–29 bn</td>
</tr>
<tr>
<td><strong>Tires</strong></td>
<td>€14.0 bn</td>
<td>~€15–16 bn</td>
<td>~€17–18 bn</td>
</tr>
<tr>
<td><strong>ContiTech</strong></td>
<td>€6.8 bn</td>
<td>~€7–8 bn</td>
<td>~€8–9 bn</td>
</tr>
</tbody>
</table>

### Adj. EBIT\(^1\) margin

<p>| | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Group</strong></td>
<td>6.1%</td>
<td>&gt;8%</td>
<td>~8–11%</td>
</tr>
<tr>
<td><strong>Automotive</strong></td>
<td>1.9%</td>
<td>&gt;6%</td>
<td>~6–8%</td>
</tr>
<tr>
<td><strong>Tires</strong></td>
<td>13.5%</td>
<td>&gt;13%</td>
<td>~13–16%</td>
</tr>
<tr>
<td><strong>ContiTech</strong></td>
<td>6.7%</td>
<td>&gt;9%</td>
<td>~9–11%</td>
</tr>
</tbody>
</table>

\(^1\) Before amortization of intangibles from PPA, changes in the scope of consolidation (only 2023) and special effects. Considering current portfolio.
Executive Board

Nikolai Setzer
Chairperson of the Executive Board
Group Communications and Public Affairs, Group Strategy, Group Purchasing, Contract Manufacturing, Market China, Group Information Technology
First appointed: August 2009
Appointed until: March 2029

Olaf Schick
Chief Financial Officer
Group Finance and Controlling, Group Compliance, Group Internal Audit, Group Law and Intellectual Property, Group Quality, technical Compliance, CBS and Environment, Group Risks and Controls
First appointed: May 2023
Appointed until: April 2026

Karl Thomas Neumann
Group Human Relations, Group Sustainability, Director of Labor Relations,
First appointed: October 2014
Appointed until: September 2025

Christian Kötz
Group Sector Tires
Group Sector Tires
First appointed: March 2019
Appointed until: April 2027

Philip Nelles
Group Sector ContiTech
Group Sector ContiTech
First appointed: June 2021
Appointed until: May 2029

Dr. Ariane Reinhart
Chief Human Relations & Sustainability Officer
Group Human Relations, Group Sustainability, Director of Labor Relations,
First appointed: October 2014
Appointed until: September 2025

Philipp von Hirschheydt
Group Sector Automotive
Group Sector Automotive
First appointed: May 2023
Appointed until: April 2026

Nikolai Setzer
Chairperson of the Executive Board
Group Communications and Public Affairs, Group Strategy, Group Purchasing, Contract Manufacturing, Market China, Group Information Technology
First appointed: August 2009
Appointed until: March 2029

Olaf Schick
Chief Financial Officer
Group Finance and Controlling, Group Compliance, Group Internal Audit, Group Law and Intellectual Property, Group Quality, technical Compliance, CBS and Environment, Group Risks and Controls
First appointed: May 2023
Appointed until: April 2026

Karl Thomas Neumann
Group Human Relations, Group Sustainability, Director of Labor Relations,
First appointed: October 2014
Appointed until: September 2025

Christian Kötz
Group Sector Tires
Group Sector Tires
First appointed: March 2019
Appointed until: April 2027

Philip Nelles
Group Sector ContiTech
Group Sector ContiTech
First appointed: June 2021
Appointed until: May 2029

Dr. Ariane Reinhart
Chief Human Relations & Sustainability Officer
Group Human Relations, Group Sustainability, Director of Labor Relations,
First appointed: October 2014
Appointed until: September 2025

Philipp von Hirschheydt
Group Sector Automotive
Group Sector Automotive
First appointed: May 2023
Appointed until: April 2026
# Agenda

<table>
<thead>
<tr>
<th></th>
<th>Agenda Item</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Continental Group</td>
<td>3</td>
</tr>
<tr>
<td>2</td>
<td>Automotive Group Sector</td>
<td>16</td>
</tr>
<tr>
<td>3</td>
<td>Tires Group Sector</td>
<td>52</td>
</tr>
<tr>
<td>4</td>
<td>ContiTech Group Sector</td>
<td>67</td>
</tr>
<tr>
<td>5</td>
<td>Corporate Governance</td>
<td>89</td>
</tr>
<tr>
<td>6</td>
<td>Sustainability</td>
<td>95</td>
</tr>
<tr>
<td>7</td>
<td>Financials</td>
<td>106</td>
</tr>
<tr>
<td>8</td>
<td>Back-up</td>
<td>119</td>
</tr>
</tbody>
</table>
Automotive at a Glance

- €20.3 billion in sales
- ~102,500 employees
- Adj. EBIT margin 1.9%
- Product clusters >50
- Global footprint
  - 56 plants in 21 countries
  - 82 R&D locations in 18 countries

Creating value while driving the future of mobility

Data shown as at December 31, 2023. \(^1\) Before amortization of intangibles from PPA, changes in the scope of consolidation, and special effects.
The Software-defined Vehicle
Our Definition

In a software-defined vehicle (SDV), functions are enabled by software. Decoupling software from hardware enables swift and continuous development and implementation of new functions and software updates throughout the vehicle’s lifetime.

The automobile, which until a few years ago was a self-contained system, has become part of a much more complex software-centric ecosystem – the IoT\(^1\). This results in new requirements regarding – products, collaboration, development, system integration and ecosystem (monetization).

\(^1\) IoT: Internet of things

Focus pivoting to the growing importance of software and the complete system.

While hardware solutions evolves to meet the future needs of the vehicle.
We deliver value through:
The broadest system understanding across the ecosystem - from road to cloud

We connect the dots with:
› Hardware enablers
› Software enablers
› Software solutions
› System integration

Seamless interaction for unique value creation

---

1 OS: Operating System 2 ZCU: Zone Control Unit 3 HPC: High-Performance Computer 4 SW: Software 5 HW: Hardware
Our Industry Changing Technology Requirements

› Evolving system architectures
› Consolidating multiple functions
› Specialized and high computing power

› Cloud services
› Functions on demand
› Speed: “code to road” in 1 day

› Evolving technology stacks
› Evolving value chain
› Increased complexity

1 CSP: Cloud service provider 2 OEM: Original Equipment Manufacturer
Our Industry New Value Streams Emerge

Hardware and function coupling – software combined with hardware

TRADITIONAL CAR

Hardware and software decoupling – software updates and maintenance across lifecycle

SDV

1. Function development stops at SOP
2. Function development continues after SOP

SOP1 SOP2 EOL3

Hardware and function coupling: software combined with hardware

Hardware development

Software development

Function development

Middleware maintenance

Spare part delivery, garage maintenance services

Hardware production

SDV

Hardware development

Hardware production: updates/changes possible

Middleware adaption including security and safety support

Maintenance and lifetime security and safety support

Spare part delivery, garage maintenance services

Software integration

Software development

Function development

New functions and services

1. SOP: Start of production
2. EOP: End of production
3. EOL: End of life
Our Answer: Delivering Value for the Software-defined Vehicle


- Safety and Motion (SAM)
  - Motion system expertise from braking to full vehicle motion
  - Passive and active safety

- Autonomous Mobility (AM)
  - Scalable systems
  - Innovative business models

- User Experience (UX)
  - Ultra-wide
  - Personalized
  - Fully integrated

- Architecture and Networking (AN)
  - Full stack frameworks
  - Backbone of the vehicle functions

- Software and Central Technologies (SCT)
  - SW, HW and systems
  - Innovation
  - Sustainability
  - R&D Excellence

We make mobility safe, exciting & autonomous

1 R&D: Research and Development
A Leading Systems Supplier

World-class portfolio + High-tech and high-quality electronic hardware + Substantial software expertise paired with partnerships = Leading automotive systems supplier

Focused execution required to ensure future commercial success
# LEAD In Our Focus Areas – or Exit

<table>
<thead>
<tr>
<th>Safe</th>
<th>SAM</th>
<th>Main sales drivers</th>
</tr>
</thead>
<tbody>
<tr>
<td>~4%</td>
<td>~100 bps</td>
<td>Wheel brake</td>
</tr>
<tr>
<td>Market CAGR(^1) 2023–2028e</td>
<td>OUTPERFORMANCE</td>
<td>EBS(^2) and one box</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Sensor systems</td>
</tr>
<tr>
<td></td>
<td>OUTPERFORMANCE</td>
<td>Airbag systems</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Exciting</th>
<th>AN</th>
<th>UX</th>
<th>SCT</th>
<th>Main sales drivers</th>
</tr>
</thead>
<tbody>
<tr>
<td>~16%</td>
<td>~300 bps</td>
<td>~400 bps</td>
<td>~1,000 bps</td>
<td>Display solutions</td>
</tr>
<tr>
<td>Market CAGR(^1) 2023–2028e</td>
<td>OUTPERFORMANCE</td>
<td>OUTPERFORMANCE</td>
<td>OUTPERFORMANCE</td>
<td>Digital cluster</td>
</tr>
<tr>
<td></td>
<td>Wheel brake</td>
<td>Sensor systems</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>OUTPERFORMANCE</td>
<td>Access systems</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Wheel brake</td>
<td>Instrument cluster</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Autonomous</th>
<th>AM</th>
<th>Main sales drivers</th>
</tr>
</thead>
<tbody>
<tr>
<td>~12%</td>
<td>~1,000 bps</td>
<td>Radar</td>
</tr>
<tr>
<td>Market CAGR(^1) 2023–2028e</td>
<td>OUTPERFORMANCE</td>
<td>Wheel brake</td>
</tr>
<tr>
<td></td>
<td>Wheel brake</td>
<td>Smart camera</td>
</tr>
<tr>
<td></td>
<td>Wheel brake</td>
<td>Satellite camera</td>
</tr>
<tr>
<td></td>
<td>Wheel brake</td>
<td>AD(^3)/ADAS(^4) ECU(^5)</td>
</tr>
</tbody>
</table>

---

\(^1\) CAGR: Compound annual growth rate. Outperformance: Sales growth compared to PC\&LT production, average from 2023–2028e. \(^2\) EBS: Electronic Brake System \(^3\) AD: Autonomous Drive \(^4\) ADAS: Advanced Driver-assistance System \(^5\) ECU: Electronic Control Unit
LEAD One of the Largest Suppliers

Example areas – around 50% of Automotive sales

Electronic Brake System
- Continental
- Peer 1
- Peer 2
- Others

Radar
- Continental
- Peer 1
- Peer 2
- Others

Display Solutions
- Continental
- Peer 1
- Peer 2
- Others

Wheel Brake
- Continental
- Peer 1
- Peer 2
- Others

Airbag Systems
- Continental
- Peer 1
- Peer 2
- Others

Access Systems
- Continental
- Peer 1
- Peer 2
- Others

Digital Cluster
- Continental
- Peer 1
- Peer 2
- Others

Sensor Systems
- Continental
- Peer 1
- Peer 2
- Others

Market share of top 3 suppliers
Market share of other suppliers
Mastering all Fields: System Integrator of Choice

Our foundation

High-quality hardware paired with software experience

Our technology

Purpose-built artificial intelligence SoCs\(^1\) from our strategic partner

Our offering

Realizing autonomous driving systems at scale, together with our strategic partner

We are THE system integrator

› We combine software capabilities and automotive competence
Multiple party software integration ensuring automotive requirements and automation: Continental Cooperation Portal (CCP)

› We master data
Large data processing, artificial intelligence, machine to machine communication

› We manage the entire tech stack
From SoCs, hardware, middleware and functions to cloud services

› We manage complexity
In-house expertise in cross-domain and autonomous driving high-performance computers

\(^1\) SoC: System on chip
**LEAD Combining Hardware and Software**

**Selected examples**

<table>
<thead>
<tr>
<th>Today: Outstanding technology platform</th>
</tr>
</thead>
<tbody>
<tr>
<td>› Electronic brake system</td>
</tr>
<tr>
<td>› One box</td>
</tr>
<tr>
<td>› Gateways</td>
</tr>
<tr>
<td>› Body controller</td>
</tr>
<tr>
<td>› Radar, camera, lidar</td>
</tr>
<tr>
<td>› Ultrasonic sensors</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Step 1: Enhanced products – Higher content per vehicle</th>
</tr>
</thead>
<tbody>
<tr>
<td>› Future brake system 2 / 3</td>
</tr>
<tr>
<td>› Wheel hub drive with integrated brake</td>
</tr>
<tr>
<td>› Zone controller</td>
</tr>
<tr>
<td>› Smart access systems</td>
</tr>
<tr>
<td>› Cross domain HPC</td>
</tr>
<tr>
<td>› Full sensor suite</td>
</tr>
<tr>
<td>› Aurora partnership</td>
</tr>
<tr>
<td>› Autonomous driving HPC</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Step 2: Addition of features – New sources of revenue</th>
</tr>
</thead>
<tbody>
<tr>
<td>› Park brake redundancy included</td>
</tr>
<tr>
<td>› Automated driving SAE(^1) level ≥3 enabler</td>
</tr>
<tr>
<td>› Digital key management</td>
</tr>
<tr>
<td>› Interior intrusion / presence detection</td>
</tr>
<tr>
<td>› Automatic parking</td>
</tr>
<tr>
<td>› Transparent vehicle/trailer</td>
</tr>
<tr>
<td>› Cruising companion</td>
</tr>
</tbody>
</table>

\(^1\) SAE: Society of Engineers
FOCUS
FOCUS Active Portfolio Management

Decision criteria

› Value creation
› System expertise
› Technology focus
› Growth potential

Execution plan

Review of entire portfolio  Improve, sell or close  ~25% of total business will change
FOCUS Streamlining the Business

Today’s structure

- Autonomous Mobility
- Safety and Motion
- Architecture & Networking
- Software & Central Technologies
- User Experience
- Smart Mobility¹

Target structure

- Autonomous Mobility
- Safety and Motion
- Architecture & Networking
- Software & Central Technologies
- UX (agility, accessibility, speed)
- AM
- AN
- SCT

~€1.4 bn sales to improve, sell or close

~€3.5 bn sales: carve-out initiated

Dissolution of SMY

¹ January 2024, the former Smart Mobility business area was dissolved into AM, AN and SCT.
FOCUS User Experience – Continental as Best Owner?

- Highly attractive business
- Strong order intake momentum
- Leading market position in display solutions, head-up and digital cluster
- Highly innovative
- Carve-out initiated to create strategic options
- Hardware-focused business
- Significant investment needs
- Not an integral part of our software-defined-vehicle strategy
PERFORM Strict Profitability Management

Operating leverage
- Increase content per vehicle and new business models
- Commercial excellence
  - Up to 1% of sales short-term

Operational excellence
- Manufacturing improvements
  - Up to 1% of sales short-term

Fixed-cost reduction
- Organizational delaying
- Bundling of activities
  - ~€400 mn by 2025e

R&D efficiency
- Consolidation
- Best-cost locations
- Raise software development synergies
  - Up to 1% of sales short-term
## Manufacturing Footprint Today

### Production plants¹

<table>
<thead>
<tr>
<th>AMERICAS</th>
<th>EUROPE</th>
<th>APAC</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>13</strong></td>
<td><strong>25</strong></td>
<td><strong>18</strong></td>
</tr>
</tbody>
</table>

### 2019-29 Footprint Optimization Program

Plants already closed by year end 2024:
- Rubi (Spain)
- Palmela (Portugal)
- Henderson (USA)
- Manila (Malaysia)
- Manesar (India)

**Brazil**
- Guarulhos
- Varzea Paulista
- Jacutinga (AN)

**Mexico**
- Aguascalientes
- Guadalajara Periferico
- Guadalajara Tijera
- Las Colinas
- Nogales*
- San Luis Potosi
- Silao

**USA**
- Culpeper*
- Morganton
- New Braunfels

**Belgium**
- Mechelen

**Czech Republic**
- Adrspach
- Brandys
- Frenstat
- Jicin

**Germany**
- Babenhausen*
- Frankfurt
- Gilhorn*
- Ingolstadt
- Karben*
- Regensburg
- Rheinboellen
- Villingen

**France**
- Toulouse

**Great Britain**
- Ebbw Vale
- Budapest
- Veszprem
- Italy
- Cairo Montenotte
- Lithuania
- Kaunas

**Portugal**
- Vila Real

**Romania**
- Sibiu
- Timisoara

**Serbia**
- Novi Sad (2)

**Slovakia**
- Zvolen

**China**
- Changchun Moonlake
- Changsha
- Changshu
- Chongqing
- Jinan
- Lian Yun Gang
- Shanghai
- Shanghai SABS
- Suzhou
- Wuhu Longshan
- Qufu

**India**
- Bangalore
- Gurgaon
- Japan
- Hamakita
- Malaysia
- Penang
- Philippines
- Calamba
- South Korea
- Sejong

¹As at December 31, 2023. *As part of 2019-29 footprint optimization program – in progress to exit.
PERFORM Profitability Target

Sales (€ bn) | Adjusted EBIT\(^1\) margin (%)

Sales €20.3 bn

~€22–24 bn

~€26–29 bn

2023 VOLUME SELF-HELP Short-term VOLUME SELF-HELP Mid-term

2022

2023

Kevin

Market growth

Operational excellence

Fixed-cost reduction

R&D efficiency

>6

\(^1\) Before amortization of intangibles from PPA, changes in the scope of consolidation (only 2023), and special effects. Considering current portfolio.
BA Autonomous Mobility (AM)

Mission:
Delivering innovative and sustainable full-stack mobility solutions for everyone’s autonomy tomorrow

Data shown as at December 31, 2023. ¹ SMY allocated to the BA AM based on FY 2023 results. SMY dissolved as at December 31, 2023.

Become a leading autonomous mobility supplier

- €2.3 billion in sales
- ~11,600 employees
- + ~€1.1 bn from SMY¹
- + ~6,400 from SMY¹

- Radars
- Cameras
- AD control units
- System and software
- High-resolution lidars

+ SMY¹ commercial vehicle portfolio
LEAD – BA Autonomous Mobility

Our Aspiration

Technology Leadership
Components and systems supplier of choice for passenger car solutions and L4 autonomous trucking.

Value Management
Strategically investing in system business, leverage our core & deliver new value.

Our Approach
Effectively reinforcing our strengths and key partnerships to deliver unique value fast and efficient.

Our Key Capabilities

Components expertise and industrialization
Cutting-edge technologies in components portfolio.

Industry first hardware-as-a-service solution
L4 service model system with Aurora.

ADAS & autonomous system design
Enhancing key value across the vehicle.

Software competence
From driving functions to middleware and computer vision solutions.

Diversified market know-how and access
From passenger cars to commercial vehicles.

Global footprint
R&D and manufacturing in the market for the market.
AM – Exclusive Partnership with Aurora

Our Customers’ Needs:
› The transportation industry challenges:
   › Cost increases
   › Scarcity of drivers
   › Results in strong demand for innovation in the transportation industry that is commercially valuable

Our Solution:
› Continental and Aurora partner to industrialize the first commercially scalable autonomous L4 trucking system
   › Including a new fallback system which is designed to ensure a driverless truck reaches a safe position in the unlikely event of a failure in the primary autonomy system

Our Value Proposition:
› Leveraging our expertise and competence in:
   › Development of safe, reliable, and scalable system solutions
   › Benefiting from industrialization capabilities
   › Delivering the entire hardware set including a new fallback system

Our Business Success:
› New business model – “hardware-as-a-service” we will be paid for hardware and related service for each mile driven by the autonomous trucks
   › Start of production – 2027 in the US market

Our Proof Points:
› Continental and Aurora reach key development milestone of exclusive partnership: Completion of blueprint and design of the future Aurora Driver hardware and fallback system
   › Both companies release a roadmap to the planned start of production in 2027 based on detailed development plans and key milestones

Chris Urmson, CEO Aurora
“Continental's legacy in development and industrialization of automated driving systems, combined with its commitment to transform transportation make it an ideal partner for Aurora. Their depth of expertise will be pivotal to scaling Aurora’s autonomous trucking service, Aurora Horizon.”
BA Architecture & Networking

Mission:
We provide the backbone of the intelligent and connected vehicle

€4.0 billion in sales

+ ~ €0.5 bn from SMY\(^1\)

~21,300 employees

+ ~ 2,200 from SMY\(^1\)

Leveraging legacy to create value for future architecture needs

Data shown as at December 31, 2023. \(^1\) SMY allocated to the BA AM based on FY 2023 results. SMY dissolved as at December 31, 2023.
LEAD – BA Architecture & Networking

Our Aspiration

Technological Leadership
Enabling seamless connectivity and modern, high-performance electronics architecture in the vehicle

Value Management:
Domain or cross-domain complete stacks, leveraging software business and services across the vehicle’s lifecycle

Our Approach:
Trusted partner to our customers in their transformation to the software-defined vehicle

Our Key Capabilities

Scalable development and testing toolchains
Speed and robustness to software development and integration

Partner for vehicle compute solutions
HPCs and zones (domain and cross-domain: cockpit, AD, body, chassis)

Innovative pioneer in vehicle access solutions
Seamless, digital access and engine start solutions

Connected
Telematics solutions, enabling road to cloud connectivity

Software as a product
Pipeline of mature and innovative software assets

Integration management experts
Across the lifecycle of the vehicle
AN – High Performance Computers

1. **Our Customers’ Needs:**
   - Manage complexity
   - Foundation architecture - central and zonal
   - Variant management and 3rd party SW suppliers
   - Integrate and orchestrate 3rd party content
   - Connected and up to date seamlessly and securely
   - Tap into new revenue streams across the life of the vehicle

2. **Our Solution Examples:**
   - Plug & Play HPC
   - Scalable and flexible concept for highly integrated cross-domain HPC solutions
   - Smart Cockpit HPC
   - Ready to use solution which balances the demands between user experience, cost, and system performance

3. **Our Value Proposition:**
   - Plug & Play
   - Simple exchangeability and upgradeability of HPC modules pre and post SOP
   - Innovative cooling solution with a flexible and cost-efficient cooling pad
   - Smart Cockpit
   - Developed within 18 months
   - Allows visual ADAS integration (360° camera) and Driver Monitoring System (DMS)

4. **Our Business Success:**
   - Producing and integrating HPCs at scale since 2019
   - First supplier to be able to integrate all vehicle domains – strategic cost savings to our customers while delivering key value out of one hand

5. **Our Proof Points:**
   - First supplier worldwide to successfully bring to market a Body HPC as a fully functioning high-performance - secured server hosting software functions and services
   - Depth of expertise across the complete architecture, from road to cloud, makes Continental the partner of choice for many of our customers

Continental AG Investor Presentation 2024

Public

July 1, 2024
BA Safety & Motion (SAM)

Mission:
We work every day to **make mobility safer** in a changing world. Our purpose to **deliver leading solutions** meets passion to contribute to every life in a sustainable world.

Data shown as at December 31, 2023.

 Delivering leading safety and motion technology at scale
## LEAD – BA Safety & Motion

### Our Aspiration

**Technological Leadership**
Leverage our unique understanding of the individual components to the complete system to deliver innovative safety and motion solutions.

**Value Management:**
Continuously improve our competitiveness by questioning status quo and efficient processes.

**Our Approach:**
Create value with our strong core products while tapping into new profit pools.

### Our Key Capabilities

<table>
<thead>
<tr>
<th>Capability</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sensor technology and control units</td>
<td>Market leading solutions at scale</td>
</tr>
<tr>
<td>Innovative brake systems</td>
<td>Leading-edge technology in electronic brake systems</td>
</tr>
<tr>
<td>Motion control solutions</td>
<td>Full system supplier for Holistic Motion Control</td>
</tr>
<tr>
<td>Operational excellence</td>
<td>Worldwide footprint, efficient prototyping to mass production</td>
</tr>
<tr>
<td>System integration competence</td>
<td>Experts in vertical and horizontal integration</td>
</tr>
<tr>
<td>Close to all key customers, globally</td>
<td></td>
</tr>
</tbody>
</table>
SAM – Future Brake Systems

1. Our Customers’ Needs:
   - **Mobility users**: Vehicles that come to a full stand still, safely, comfortably and controlled
   - **OEMs**: Modular plug & play design, simplified handling and maintenance packaged in a more sustainable product

2. Our Solution Examples:
   - Modular and stepwise approach
     - FBS 0: Wet
     - FBS 1: Wet-by-wire (electric pedal)
     - FBS 2: Semi-dry by-wire (dry rear axle)
     - FBS 3: Full-dry by-wire (electric pedal; dry front & rear axle)

3. Our Value Proposition:
   - ~20 years of expertise in brake-by-wire systems
   - Digitalized, electrified, automated vehicles: Continental’s innovation roadmap for brake systems drives the evolution of brake controls to motion systems tailored for each next generation of vehicle needs
   - Supports our customer’s environmental goals

4. Our Business Success:
   - First to market with semi-dry brake system - decoupled software from hardware for flexible system solutions
   - Simplified assembly with proven hydraulic fallback (FBS 2) enables removal of brake fluid on the rear axle and reduced system/vehicle costs for our customers

5. Our Proof Points:
   - FBS 0: Successfully launched MK C1 brake system in 2016 and 2nd generation MK C2 in 2022/23
   - FBS 2: Major award for semi-dry brake system (>2 bn euros in lifetime sales) with start of production planned with a global car manufacturer beginning 2026
   - Electric caliper concept release planned for end of 2024
BA Software & Central Technologies

Mission:
We anticipate, unify and deliver building blocks for today and tomorrow’s mobility

Our portfolio:

Internal services:
- **Technology, innovation and strategy**
  - Software-defined vehicle: EE architecture, software and system solutions
  - Research and advanced engineering
  - Sustainability
- **SCT core**
  - House of solutions
  - CAEdge
  - Reusable modules
  - R&D footprint management
  - AI empowered company

External business:
- Elektrobit (OS and middleware)
- Argus (cybersecurity)
- CES (engineering services)

+ SMY aftermarket portfolio

We are the strategic accelerator for our internal & external partners

Data shown as at December 31, 2023. ¹ SMY allocated to the BA AM based on FY 2023 results. SMY dissolved as at December 31, 2023.
LEAD – BA Software & Central Technologies

**Our Aspiration**

Technology Leadership:
Anticipate future vehicle architectures and technologies to master the transformation toward software-defined vehicle

Value Management:
Enable software business and foster cross-business-area collaboration

Our Approach:
Leverage our core competences in advanced engineering, AI and systems integration, together with strategic partners

**Our Key Capabilities**

- **Vehicle architecture consulting**
  Trusted partner to prepare the future

- **OS, middleware and cybersecurity**
  Elektrobit and Argus solutions

- **Reusable modules / process methods and tools**
  Increase R&D efficiency within Continental Automotive

- **System and AI**
  System thinking across domain, AI empowered sensor and feature fusion

- **CAEdge* as software enabler**
  Virtualization for shorter time to market. CI/CT/CD*

- **Partnerships and ecosystems**
  Flexibility and speed to create competitive edge

---

*CAEdge: Continental Automotive Edge Framework, CI: Continuous Integration, CT: Continuous Testing, CD: Continuous Development, AI: Artificial Intelligence*
BA User Experience (UX)

Mission:
Our passion for technology makes your difference

Our innovations bring the differentiating factor for our customers

Data shown as at December 31, 2023.

- €3.5 billion in sales
- ~14,900 employees
LEAD – BA User Experience

Our Aspiration

Technological Leadership
Most innovative supplier enabling differentiation

Value Management:
Best cost base with exceptional commercial management

Our Culture: Stronger Together!
Living ownership while leveraging team approach

Our Capabilities

Innovation teams as partner of OEM design teams creating holistic experiences

Deep Display & HUD and UX Software know-how

Deep manufacturing expertise & process development

Mega-factories bundling volume and know-how

Launch of complex large display solutions

Close to all key customers
UX – Display Solutions

1 Our Customers’ Needs:
   › End Users: User Experience (UX) is the new horsepower and key buying criteria
   › OEMs: Key differentiation point and meet end customers expectation for a new level of in-cabin experience

2 Our Solution Examples:
   › Curved ultrawide display
   › Scenic view head-up display
   › Scalable from high-end to mid-class
   › Empower the experiences with exciting use cases driven by our software.

3 Our Value Proposition:
   › Cutting-edge premium solutions that are also scalable for mid-class volumes
   › Mega-factories maximizing our return on investment

4 Our Business Success:
   › We are the partner of choice for high-end, innovative future cockpits
   › We successfully convert innovation to scale for the mid-class price point

5 Our Proof Points:
   › Highest order intake in the industry
   › Proven our product concept in providing the ultrawide display in Mercedes Benz concept car EQXX
   › Awarded with a high-volume mass production product development of a pillar-to-pillar touch display
   › CES innovation award 2023 for the Scenic View HUD
Automotive Clear Path to Value Creation

We are the technology provider and system integrator of choice for the software-defined vehicle

We are in the market for the market

We strictly execute our 3-pillar strategy to drive profitable growth

We drive the future of mobility
## Agenda

<table>
<thead>
<tr>
<th></th>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Continental Group</td>
<td>3</td>
</tr>
<tr>
<td>2</td>
<td>Automotive Group Sector</td>
<td>16</td>
</tr>
<tr>
<td>3</td>
<td>Tires Group Sector</td>
<td>52</td>
</tr>
<tr>
<td>4</td>
<td>ContiTech Group Sector</td>
<td>67</td>
</tr>
<tr>
<td>5</td>
<td>Corporate Governance</td>
<td>89</td>
</tr>
<tr>
<td>6</td>
<td>Sustainability</td>
<td>95</td>
</tr>
<tr>
<td>7</td>
<td>Financials</td>
<td>106</td>
</tr>
<tr>
<td>8</td>
<td>Back-up</td>
<td>119</td>
</tr>
</tbody>
</table>
Tires at a Glance

High share of RE business on the back of a strong OE business

Regional balance with significant growth opportunities in Americas and APAC

Tires are our passion. We outperform the industry with customer-centric solutions and operational excellence.

Data shown as at December 31, 2023. RE: Replacement market, OE: Original Equipment market.
Tires Vision 2030

Tires are our passion. We outperform the industry with customer-centric solutions and operational excellence.

Our Core
Excellent tires remain our DNA. We stand for profitable growth, reaching a podium position in the tire industry.

Our Opportunity
Our customers’ ambitions are our driving force. We will be the #1 tire solution provider.

Our Responsibility
We will be the most progressive tire company in being environmentally and socially responsible.

Our Team
We are Tires. Each and every one of us takes ownership. We will win as one global team.
Tires Vision 2030
Strategically Enhancing Our Successful Business Model

Differentiation / Growth

- Balance global footprint and strengthen service network
- Expanding value-adding digital solutions business
- Sustainable solutions along the entire value chain
- Above-average growth in high-value products

Excellence / Efficiency

- Industry-leading quality and operational efficiency
- Top-notch technology and product portfolio
- Strong brand equity with effective application of multi brand portfolio
- Excellent supply chain performance and flexibility
CORE Industry-Leading Operational Excellence

~80%
Capacity in mega plants (>100kt p.a.)¹

~75%
Best-cost locations¹

<8
Customer satisfaction (measured in OE ppm)²

Operational excellence is the foundation of our financial performance

¹ As at December 31, 2023, in tonnage (total tires).
² ppm: parts per million, average 2018–2023
CORE Major Benefits of Electrification

Accelerating opportunities from EVs

› BEV characteristics drive higher demand for UHP tires
› OE favor premium tires meeting quality and technology requirements
› “OE to replacement” consumer brand loyalty higher for BEV

Driven by our strong OE market position

All the world’s most successful BEV manufacturers trust Continental tires
CORE Boosting Our Mix Through UHP\(^1\) Growth

Our exceptional product line-up translates into …an increasing share of our ultra-high-performance tires

![Image showing various tire test results and awards]

**UHP share growth for Continental branded tires (PLT\(^2\))**

<table>
<thead>
<tr>
<th>Year</th>
<th>UHP Share of PLT Sales (%)</th>
<th>UHP Share of PLT Units (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>31%</td>
<td>45%</td>
</tr>
<tr>
<td>2023</td>
<td>57%</td>
<td>45%</td>
</tr>
</tbody>
</table>

…outperforming the market

**Market growth UHP segment (CAGR 2018–22)\(^3,4\)**

\(~7\%)\n
**Growth of Conti UHP segment (CAGR 2018–22)\(^3,4\)**

\(~11\%)\n
---

1 Ultra-high performance are tires ≥ 18". 2 PLT: Passenger car and light truck tires. 3 CAGR: Compound annual growth rate. 4 Based on external data providers and internal estimates for markets in Western & Central Europe (incl. Türkiye), China, USA and Canada.
CORE Seizing Growth Opportunities in APAC and Americas

Increasing global presence

Sales share of APAC and AM regions

~42% 2018
~48% 2023

Supported by continued investment in our manufacturing and supply chain set-up

~€1.6 bn invested in APAC/AM plants

Plant expansions
› Hefei (China)
› Rayong (Thailand)
› Clinton (USA)
› Camacari (Brazil)

Greater manufacturing responsiveness and solutions tailored to local requirements underpinning our customer centricity

¹ Figures relating to 2018–2023 period.
CORE Manufacturing Footprint

### Production plants¹

<table>
<thead>
<tr>
<th>Region</th>
<th>2023</th>
<th>2028e</th>
</tr>
</thead>
<tbody>
<tr>
<td>AMERICAS</td>
<td>7</td>
<td></td>
</tr>
<tr>
<td>EMEA</td>
<td>7</td>
<td></td>
</tr>
<tr>
<td>APAC</td>
<td>6</td>
<td></td>
</tr>
</tbody>
</table>

¹ As at December 31, 2023, excluding plants for semi products and retread production facilities.

### Tonnage² (CAGR³ in %)

<table>
<thead>
<tr>
<th>Region</th>
<th>2023</th>
<th>2028e</th>
</tr>
</thead>
<tbody>
<tr>
<td>AMERICAS</td>
<td>~8%</td>
<td></td>
</tr>
<tr>
<td>EMEA</td>
<td>~3%</td>
<td></td>
</tr>
<tr>
<td>APAC</td>
<td>~6%</td>
<td></td>
</tr>
</tbody>
</table>

² Estimated production tonnage (in k ton for all tires).
³ CAGR: Compound annual growth rate
Responsibility

We have evolved the way we view and structure our strategic sustainability efforts.

FROM Linear view

Material Sourcing Operations Use Phase End of Life

TO Circular view

DESIGN & SOURCING

POST-USE

OUR RESPONSIBILITY

PRODUCT USE

NATURE

CLIMATE

PEOPLE

OPERATIONS

Continental AG Investor Presentation 2024

Public

July 1, 2024

61
Responsibility

We remain strongly committed to our agreed ambitions. By 2050 at the latest, we strive for...

- **100%** responsible sourcing and value chain
- **100%** closed resource and product cycles
- **60%** tire to tire circularity
- **100%** sustainable materials
- **100%** carbon neutrality along our entire value chain
- **100%** green and safe operations
- **100%** clean and safe mobility
RESPONSIBILITY Ambitious Sustainability Roadmap as Key Differentiator

Example: Industry benchmark 2022 – Operations\(^1\)

<table>
<thead>
<tr>
<th></th>
<th>Tires industry</th>
<th>Conti Tires</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Energy Intensity</strong></td>
<td>-22%</td>
<td></td>
</tr>
<tr>
<td>Energy usage per output (GJ/t)</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Renewable Electricity Mix</strong></td>
<td>35%</td>
<td>100%</td>
</tr>
<tr>
<td>Share of renewables in electricity mix(^2)</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Water Intensity</strong></td>
<td>-50%</td>
<td></td>
</tr>
<tr>
<td>Water usage per output (m(^3)/t)</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>CO(_2) Emissions Intensity</strong></td>
<td>-60%</td>
<td></td>
</tr>
<tr>
<td>Scope 1 &amp; 2 CO(_2) emissions per output (tCO(_2)/t)(^3)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Our aim is to be the most environmentally and socially responsible tire company

\(\rightarrow\) Leveraging global economies of scale  
\(\rightarrow\) Differentiating through technological leadership  
\(\rightarrow\) Increasing efficiency gains  
\(\rightarrow\) Actively turning challenges into opportunities

---

\(^1\) Comparing to World Business Council for Sustainable Development (WBCSD) Tire Industry Project (TIP): average value of 10 leading tire companies.  
\(^2\) Member of RE100 initiative that fosters the use of renewable energy. Use of energy attribute certificates starting 2020 leading to carbon neutral electricity supply.  
\(^3\) Driven by RE100 electricity mix.
OPPORTUNITY Integrated Solutions for Fleets

In-house automotive expertise as unique differentiator in tires industry

Holistic data-driven fleet management solutions for commercial customers

- Electronics & sensors portfolio
- Fleet management solutions
- Remote vehicle diagnostics

Lowest Overall Driving Cost (LODC)

- Avoid breakdowns
- Maximize tire mileage
- Save on fuel consumption
- Make service plannable
- Ease operations
- Suggest best fit tire

Create joint value
Create pull effects for our business
Tires Financial Outlook – Updated Mid-term Targets

Sales

- €14 bn
- ~€15–16 bn
- ~€17–18 bn

Adj. EBIT\(^1\) (%)

- 13.5

2023

Short-term

Mid-term

Volume/efficiency

Price/mix vs. raw materials

Cost management

~13–16

1 Before amortization of intangibles from PPA, changes in the scope of consolidation (only 2023), and special effects. Considering current portfolio.
Tires Clear Path of Continued Value Creation

- Highly resilient business outperforming regardless of the circumstances
- Industry benchmark in value creation and cash generation performance
- Effective capital allocation in strategic profit pools

Well-positioned industry leader to continue reliable outperformance in the future
## Agenda

<table>
<thead>
<tr>
<th></th>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Continental Group</td>
<td>3</td>
</tr>
<tr>
<td>2</td>
<td>Automotive Group Sector</td>
<td>16</td>
</tr>
<tr>
<td>3</td>
<td>Tires Group Sector</td>
<td>52</td>
</tr>
<tr>
<td>4</td>
<td>ContiTech Group Sector</td>
<td>67</td>
</tr>
<tr>
<td>5</td>
<td>Corporate Governance</td>
<td>89</td>
</tr>
<tr>
<td>6</td>
<td>Sustainability</td>
<td>95</td>
</tr>
<tr>
<td>7</td>
<td>Financials</td>
<td>106</td>
</tr>
<tr>
<td>8</td>
<td>Back-up</td>
<td>119</td>
</tr>
</tbody>
</table>
ContiTech at a Glance

€ 6.8 billion in sales

~42,000 employees

Mixed portfolio with significant growth potential in industry

Regional balance with significant growth potential in APAC

First choice for material-driven solutions

Data shown as at December 31, 2023.
Our Exciting Markets

Industry 52%

- Construction & Home
- Mining Industry & Quarries
- Energy Management
- Off-Highway Mobility
- Material Handling & Manufacturing
- Printing & Packaging Technology
- Commercial Vehicles
- ICE Passenger Vehicles
- Electric Passenger Vehicles

Automotive 48%
## Our Exciting Markets

### Industry 52%

<table>
<thead>
<tr>
<th>Surface solutions</th>
<th>Conveying solutions</th>
<th>Mining solutions</th>
<th>Wind Industry solutions</th>
<th>Commercial Vehicles</th>
<th>ICE Passenger Vehicles</th>
<th>Electric Passenger Vehicles</th>
</tr>
</thead>
<tbody>
<tr>
<td>Industrial fluid solutions</td>
<td>Conveying solutions</td>
<td>Mining solutions</td>
<td>Wind Industry solutions</td>
<td>Commercial Vehicles</td>
<td>ICE Passenger Vehicles</td>
<td>Electric Passenger Vehicles</td>
</tr>
<tr>
<td>› Hoses</td>
<td>› Conveyor portfolio</td>
<td>› Belt portfolio &amp; monitoring services</td>
<td>› Conveying solutions</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>› Belts</td>
<td>› Belts</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>› Compounding Tech</td>
<td>› Services</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Construction &amp; Home</td>
<td>Mining Industry &amp; Quarries</td>
<td>Energy Management</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Powertrain</td>
<td>› Mounts</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>› Chassis and body</td>
<td>› Bushings, air actuators</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>› Cabin and interior</td>
<td>› Suspension solutions</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Off-Highway Mobility</td>
<td>Material Handling &amp; Manufacturing</td>
<td>Printing Technology</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Conveying solutions</td>
<td>› Conveyor portfolio, belts</td>
<td>› Printing blankets, flexographic plates &amp; sleeves, rollers, drive belts</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>› Technical fabrics</td>
<td>› Membranes, fabrics, plastics</td>
<td>› Compounding technology</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Printing</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>› Printing blankets, flexographic plates &amp; sleeves, rollers, drive belts</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>› Compounding technology</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Surface Solutions</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Powertrain</td>
<td>› Engine mounts</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>› Belts</td>
<td>› Prop shaft bearings</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>› Cabin &amp; Interior</td>
<td>› Vibration absorber</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>› Seat &amp; cabin suspension</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Chassis and Body</td>
<td>› Bearings &amp; bushings systems</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fluid Solutions</td>
<td>› Emission reduction &amp; thermal solutions</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fluid Lines</td>
<td>› Air Conditioning</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Thermal solutions</td>
<td>› Emission reduction lines</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>› Fluid lines</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Surface Solutions</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Belts</td>
<td>› Electric power steering</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>› Active cinematics control (steering of rear axle)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>› Electric parking brakes</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>› Seat belt systems</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Motor mounts</td>
<td>› “Four-leg-bushing” for acceleration and recuperation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>› Secondary systems</td>
<td>› Double insulation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>› Pivot mount: 3-point &amp; vertical layout</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>› Battery pack and eCompressor mounts</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Thermal solutions</td>
<td>› Fluid lines</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Examples only from the complete portfolio.
**2024+ Era of Execution**

**Strengthening industry**

- **2023**
  - Automotive 48%
  - Industry 52%

- **Ambition**
  - Automotive 20%
  - Industry 80%

**Why do we shift to industry?**

- High-quality business
- Broader revenue streams
- Longer product life cycles
- Less cyclical
- Seizing new growth opportunities

**Enhancing value creation through targeted capital allocation**
ContiTech Financial Outlook – Mid-term Targets

- **Sales**: €6.8 bn
- **Adj. EBIT** (%)
  - 2023: 6.7
  - Mid-term: > 9

**Industry/Auto**
- **Cost Management**: ~ €7-8 bn
- **Ambition**: ~ 13–15

**Cost Management**
- **Industry**: ~ 9–11
- **Automotive**: 60 / 40
- **Market**: 80 / 20

1 Before amortization of intangibles from PPA, changes in the scope of consolidation (only 2023), and special effects. Considering current portfolio.
Industry Clear Strategic Direction

Strengthening industry

Ambition

How will we do it?

Continue to grow
› Organically
› Increasing market penetration
› Expansion of product portfolio
› Developing market presence
› Diversifying through venture units
› Inorganically through M&A
Strengthening Industry Focus on our Growth Fields

Industry 52%

- Construction & Home
- Mining Industry & Quarries
- Energy Management
- Off-Highway Mobility
- Material Handling & Manufacturing
- Printing & Packaging Technology
- Commercial Vehicles
- ICE Passenger Vehicles
- Electric Passenger Vehicles

Automotive 48%
Industry Growth Engine Construction & Home

Total addressable market:
Value 2023–2028e
€6.5–7 bn
Growth CAGR 2%

ContiTech sales:
Sales share 2023
8%
Growth CAGR 2023–2028e
6%

Expansion, renewal and upgrade of residential, commercial and infrastructure

Our advantage:
High demand for efficient material handling solutions and advanced materials

Our levers:
› Extremely compatible with existing solution portfolio
› Leading position in surface solutions such as sustainable coverings with great functions in awarded designs

Total addressable market: Based on internal research. CAGR: Compound Annual Growth Rate
Construction & Home  Surface Solutions

1. Our Customers’ Needs:
   › Extremely reliable and durable surfaces to meet the challenging in-use environment (e.g. heat resistance, rip protection, solar protection etc.)

2. Our Solutions for Home & Garden and Construction:
   › Innovative surface solutions for interior and exterior
     › Interior living
       › Kitchen / furniture films
     › Exterior living
       › Coatings for window profiles and window frames
       › Coatings for front and garage doors
       › Façade foil for customized façade design

3. Our Value Proposition:
   › Extremely compatible with existing solution portfolio – product extension out of successful automotive business
   › Leading position in sustainable surface, technically advanced and designer solutions

4. Our Business Success:
   › Market introductory phase
   › In active discussion with key customers with strong potential

5. Our Proof Points:
   › European Green Award 2023 in the category "Green Product – Interior"
   › Success in the automotive space with strong carryover
Industry Growth Engine Energy Management

Transformation toward efficiency, decarbonization and localization

Our advantage:
High demand for collaboration to develop game-changing solutions fast

Our levers:
› Partnering with key players gives us a speed-to-market advantage
› Elevating technological progress via adapted solution portfolio

Total addressable market: Based on internal research. CAGR: Compound Annual Growth Rate

Total addressable market: Value 2023–2028e €2–2.5 bn
Growth CAGR 5%

ContiTech sales:
Sales share 2023 9%
Growth CAGR 2023–2028e 5%
Energy Management Ammonia Hoses

1. Our Customers’ Needs:
   - Efficient and safe handling of ammonia with extensive technical requirements e.g. pressure and temperature, corrosiveness and leak prevention
   - Ammonia use cases:
     - Potential alternative fuel for ships
     - Potential energy carrier for hydrogen

2. Our Solution:
   - Marine transfer hoses are designed for safe on-loading and off-loading operations
   - Various configurations: i.e. Ship-to-Shore, Ship-to-Ship and Ship-to-Buoy.

3. Our Value Proposition:
   - We understand the full value chain, and can leverage our decades of experience across various industrial applications, including the oil, gas as well as in the marine hoses sector
   - Use extensive experience in oil and gas into H2 industry creating customer able to create tailored and industrialize at speed and scale

4. Our Business Success:
   - On track for market entry end of 2024
   - Carry-over our competencies in hosing solutions with minor adjustment and most efficient use of our resources
   - Building on our reputation for high quality ContiTech hoses

5. Our Proof Points:
   - Our expertise in materials enables us to develop products that meet the evolving, highly technical demands of ammonia supply
Industry Growth Engine Off-Highway Mobility

Demand for technological upgrades, increasing efficiency and new materials drives growth

Our advantage:
Strong demand for high-performance, long-lasting, easy-to-maintain, lightweight products

Our levers:
› Partnering with OEs to set standards
› Elevating technological progress via tech transfer from commercial vehicles

Total addressable market:
Value 2023–2028e
€15.5–18 bn
Growth CAGR
3%

ContiTech sales:
Sales share 2023
5%
Growth CAGR 2023–2028e
9%

Total addressable market: Based on internal research. CAGR: Compound Annual Growth Rate
Off-Highway Mobility High-Pressure Hydraulic Solutions

1. Our Customers’ Needs:
   › High-pressure hydraulic hose solution with abrasion resistant cover and small bend radius requested by agriculture OEMs
   › Reliability essential for operations in very demanding hydraulic systems
   › Fast, safe and cost-efficient assembly of hose solutions in production and field maintenance

2. Our Solution:
   › Introduction of top-of-the-line abrasion resistant and flexible hydraulic hose
   › Maintains constant pressure performance in tight spaces
   › Simplified fittings are faster, safer and more cost-effective to operate
   › Global approach between APAC and EMEA regions for design and supply of customer solution

3. Our Value Proposition:
   › Superior quality and reliability
   › Extra abrasion resistance with extended life properties
   › Outstanding flexibility even in the tightest situation, requiring half the space (bend radius) as outlined per norm
   › Final design exceeding DIN and SAE test norms, outlasting one million test cycles

4. Our Business Success:
   › Won major customer projects with most of the leading Agriculture OEM

5. Our Proof Points:
   › Successful cooperation of global ContiTech organization across APAC (production) and EMEA (assembly)
   › OEM customers highly convinced by performance of ContiTech solution and global R&D and manufacturing support and willing to enter business with us
Autumotive Clear Strategic Direction

Ambition

Increasing profits and selective growth

Original Equipment Solutions

- Thermal Management
- Precision Sealing

Surface Solutions

- Emission Reduction
- Damping & Transmission
- Automotive Interior

How will we do it?

Short-term performance improvements

- Customer and product portfolio measures
- Strict cost management
- Limited capital allocation on selective growth areas
- Legal and physical independence in 2025

Increasing market penetration

- Growth with established and emerging players
Selective Approach Focus on our Growth Field

Industry 52%

Construction & Home
Mining Industry & Quarries
Energy Management
Off-Highway Mobility
Material Handling & Manufacturing
Printing & Packaging Technology
Commercial Vehicles
ICE Passenger Vehicles
Electric Passenger Vehicles

Automotive 48%
Automotive Growth Engine Electric Vehicles

Transition to batteries, new materials and net zero components

Our advantage:

- Strong demand for customized technical solutions and unique designs

Our levers:

- Technical expertise to offer lightweight multi-material and multi-component solutions and stunning interior designs with unique functionality

Total addressable market: Based on internal research. CAGR: Compound Annual Growth Rate

Total addressable market:
Value 2023–2028e
€5.5–18 bn
Growth CAGR
27%

ContiTech sales:
Sales share 2023
4%
Growth CAGR 2023–2028e
21%
**Electric Vehicles**  
R744 (CO₂) Refrigerant Lines

1. **Our Customers' Needs:**
   - Efficient and sustainable fluid solutions
   - Optimized passenger comfort
   - Extended BEV driving range
   - Holistic system know-how
   - Global production footprint

2. **Our Solution[s]:**
   - R744 (CO₂) air conditioning lines
   - Engineering services for thermal management system development
   - Supporting intelligent combination of heating/cooling and refrigerant circuits, including AC lines, blow molded cooling tubes, e-drive cooling lines and AC compressor isolation system

3. **Our Value Proposition:**
   - Pioneering sustainability:
     - HFC* /PFA free
     - High-efficiency operation, especially in combination with a heat pump (resulting in extended driving range)
     - Extremely cost-effective refrigerant fluid (compressed natural CO₂)
     - Conformity to EURO7
     - In-house hose production

4. **Our Business Success:**
   - Exclusive market position (1 of 3 serial suppliers)
   - Active OE system development in Asia (China and Japan)
   - Growing engineering services revenue for system development
   - Further market potential for connectors and hoses as component sales

5. **Our Proof Points:**
   - Volume production in Europe since 2016 with 5 OE brands
   - VW ID.3 sells R744 system as “range extension” (with heat pump)
   - Patented ContiLockR connection
   - Sales projected to grow from 12mn to 120mn by 2029 (+1000% !)

---

*Hydrofluorocarbons, related to the potential for global warming (GWP)*
ENSURE SUCCESS
ContiTech Continuing Value Creation

> Strategic capital allocation toward high-quality industry business

> Stronger industry OE position translates further into profitable replacement business

> Long-term value creation through market and customer focus

Reliable profitability and upside potential through increased industry share
## Agenda

<table>
<thead>
<tr>
<th></th>
<th>Title</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Continental Group</td>
<td>3</td>
</tr>
<tr>
<td>2</td>
<td>Automotive Group Sector</td>
<td>16</td>
</tr>
<tr>
<td>3</td>
<td>Tires Group Sector</td>
<td>52</td>
</tr>
<tr>
<td>4</td>
<td>ContiTech Group Sector</td>
<td>67</td>
</tr>
<tr>
<td>5</td>
<td>Corporate Governance</td>
<td>89</td>
</tr>
<tr>
<td>6</td>
<td>Sustainability</td>
<td>95</td>
</tr>
<tr>
<td>7</td>
<td>Financials</td>
<td>106</td>
</tr>
<tr>
<td>8</td>
<td>Back-up</td>
<td>119</td>
</tr>
</tbody>
</table>
## Corporate Governance

### Corporate Bodies

#### Two-tiered Board System

<table>
<thead>
<tr>
<th>Shareholders’ Meeting</th>
</tr>
</thead>
<tbody>
<tr>
<td>Shareholders’ exercise their rights of participation and control</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Supervisory Board</th>
</tr>
</thead>
<tbody>
<tr>
<td>20 members</td>
</tr>
<tr>
<td>10 shareholder representatives</td>
</tr>
<tr>
<td>10 employee representatives</td>
</tr>
<tr>
<td>Involved in decisions of fundamental significance to the company</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Executive Board</th>
</tr>
</thead>
<tbody>
<tr>
<td>6 members</td>
</tr>
<tr>
<td>Responsible for managing the company in accordance with the law, the Articles of Incorporation, and the By-Laws of the Supervisory and Executive Boards, while taking into account the resolutions of the Shareholders’ Meeting.</td>
</tr>
</tbody>
</table>

Chairman’s Committee
Audit Committee
Nomination Committee
Mediation Committee
Committee for Related Party Transactions
Corporate Governance

Shareholder representatives

Prof. Dr.-Ing. Wolfgang Reitzle\(^1\), Chairman of the Supervisory Board
Born 1949, German
First elected 2009

Dorothea von Boxberg\(^2\), born 1974, first elected 2022

Stefan E. Buchner\(^2\), born 1960, first elected 2022

Dr. Gunter Dinkel\(^1\), born 1953, first elected 2009

Satish Khatu\(^1\), born 1952, first elected 2019

Isabel Corinna Knauf\(^2\), born 1972, first elected 2019

Sabine Neuß\(^1\), born 1968, first elected 2014

Prof. Dr. Rolf Nonnenmacher\(^2\), born 1954, first elected 2014

Klaus Rosenfeld\(^2\), born 1966, first elected 2009

Georg F. W. Schaeffler\(^1\), born 1964, first elected 2009

1 Elected until 2026. 2 Elected until 2028. 3 Elected until 2029.

Supervisory Board – Overview

Employee representatives

Christiane Benner\(^3\), Deputy Chairwoman of the Supervisory Board
Born 1968, German
First elected 2018

Hasan Allak\(^3\), born 1970, first elected 2019

Francesco Grioli\(^3\), born 1972, first elected 2018

Michael Iglhaut\(^3\), born 1964, first elected 2006

Carmen Löffler\(^3\), born 1972, first elected 2021

Dr. Matthias Ebenau\(^3\), born 1984, first elected 2024

Anne Nothing\(^3\), born 1979, first elected 2024

Jörg Schönfelder\(^3\), born 1966, first elected 2004

Stefan Scholz\(^3\), born 1965, first elected 2015

Matthias Tote\(^3\), born 1988, first elected 2024

1 Elected until 2026. 2 Elected until 2028. 3 Elected until 2029.
Corporate Governance Supervisory Board

20 board members

- 10 shareholder representatives
- 10 employee representatives

Age
- <55: 40%
- 55-65: 40%
- >65: 20%

Gender
- Male: 30%
- Female: 70%

Nationality
- German: 85%
- Other: 15%

Supervisory board tenure
- 1-5 years: 9
- 6-10 years: 5
- >10 years: 6

Independence of shareholder representatives
- 80%

1 Independence from controlling shareholder pursuant to German Corporate Governance Code (GCGC). Corporate Governance - Supervisory Board Updated: Status June 2024.
# Corporate Governance

## Supervisory Board

<table>
<thead>
<tr>
<th>Chairman's Committee</th>
<th>Audit Committee</th>
<th>Nomination Committee</th>
<th>Mediation Committee</th>
<th>Committee for Related Party Transactions</th>
</tr>
</thead>
<tbody>
<tr>
<td>▪ <strong>Prof. Dr. Wolfgang Reitzle</strong> (Chairman)</td>
<td>▪ <strong>Prof. Dr. Rolf Nonnenmacher</strong> (Chairman)</td>
<td>▪ <strong>Prof. Dr. Wolfgang Reitzle</strong> (Chairman)</td>
<td>▪ <strong>Prof. Dr. Wolfgang Reitzle</strong> (Chairman)</td>
<td>▪ <strong>Prof. Dr. Wolfgang Reitzle</strong> (Chairman)</td>
</tr>
<tr>
<td>▪ Hasan Allak</td>
<td>▪ Francesco Grioli</td>
<td>▪ Isabel Corinna Knauf</td>
<td>▪ Hasan Allak</td>
<td>▪ Prof. Dr. Rolf Nonnenmacher</td>
</tr>
<tr>
<td>▪ Christiane Benner</td>
<td>▪ Michael Igh Haut</td>
<td>▪ Prof. Dr. Rolf Nonnenmacher</td>
<td>▪ Christiane Benner</td>
<td>▪ Georg F. W. Schaeffler</td>
</tr>
<tr>
<td>▪ Georg F. W. Schaeffler</td>
<td>▪ Klaus Rosenfeld</td>
<td>▪ Georg F. W. Schaeffler</td>
<td>▪ Georg F. W. Schaeffler</td>
<td>▪ Further members to be elected if necessary</td>
</tr>
</tbody>
</table>

### Members
- Only decision-making committees are listed in this table. All committees report to the plenary session on a regular basis.

### Tasks
- **Chairman's Committee**: Preparing the appointment of Executive Board members.
- **Audit Committee**: Auditing the accounts, monitoring the accounting process, and assessing the effectiveness of internal control systems.
- **Nomination Committee**: Nominating suitable candidates for the Supervisory Board.
- **Mediation Committee**: Becomes active if the first round of voting does not achieve the required two-thirds majority.
- **Committee for Related Party Transactions**: Deals with transactions involving related persons.

**Corporate Governance - Supervisory Board**

**Updated: Status June 2024**
Good, responsible corporate governance geared toward sustainable, long-term value creation is the basis of the company's success in the interest of all its stakeholders.
# Agenda

<table>
<thead>
<tr>
<th></th>
<th>Agenda Item</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Continental Group</td>
<td>3</td>
</tr>
<tr>
<td>2</td>
<td>Automotive Group Sector</td>
<td>16</td>
</tr>
<tr>
<td>3</td>
<td>Tires Group Sector</td>
<td>52</td>
</tr>
<tr>
<td>4</td>
<td>ContiTech Group Sector</td>
<td>67</td>
</tr>
<tr>
<td>5</td>
<td>Corporate Governance</td>
<td>89</td>
</tr>
<tr>
<td>6</td>
<td>Sustainability</td>
<td>95</td>
</tr>
<tr>
<td>7</td>
<td>Financials</td>
<td>106</td>
</tr>
<tr>
<td>8</td>
<td>Back-up</td>
<td>119</td>
</tr>
</tbody>
</table>
Our Sustainability Ambition
Guiding rails in a complex environment

OUR KEY AMBITIONS

- **carbon neutrality**
  - 100%
  - along our entire value chain

- **emission-free mobility & industry**
  - 100%
  - (no harmful emissions)

- **circular economy**
  - 100%

- **responsible value chain**
  - 100%

  by 2050 at the latest

  and together with our value chain partners

We will provide solutions matching the speed of our customers, industries and markets.

+ 8 ESSENTIALS

- Good working conditions
- Green and safe factories
- Innovations & digitalization
- Benchmark in quality
- Safe mobility
- Long-term value creation
- Sustainable management practices
- Corporate citizenship
Focus Topic: Carbon Neutrality

Total gross carbon footprint in 2023: ~104 mn CO₂e

<table>
<thead>
<tr>
<th>Total per footprint part</th>
<th>Emission categories in mn mt CO₂e</th>
<th>Customer and product use-related (Scope 3)</th>
<th>Backpack (Scope 3)</th>
<th>Own CO₂ emissions (Scope 1 and 2)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>81.24 mn mt CO₂e</td>
<td>0.07 Processing of sold products¹</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>0.42 Downstream transportation and distribution</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>0.05 Investments, franchises and downstream leased assets</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>80.71 Use of sold products by consumers and customers²</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>0.88 Upstream transportation and distribution³</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>14.48 Purchased goods and services</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>4.49 End of life treatment of sold products⁴</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>1.63 Other Scope 3 emissions⁵</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>0.69 Direct emissions (Scope 1)</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>0.21 Indirect emissions (Scope 2)</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>- 0.00 Carbon Removals⁶</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>22.38 mn mt CO₂e</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>0.0089 mn mt CO₂e</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Carbon Accounting logic:

- total gross carbon footprint
  = total net carbon backpack

1. Excluding the trading goods business within the Automotive group sector. Further, since 2023, the ContiTrade entity within the Tires group sector due to an accounting approach that is currently missing. Due to these scope limitations, the category covers 67% of Continental Group sales in 2023. For the Automotive and ContiTech group sectors, emissions do not include the effects of methane (CH₄) and nitrous oxide (N₂O) due to an accounting approach that is currently missing.

2. Excluding the Automotive group sector, especially where individual business operations have not been considered independently. In total 2023, the ContiTrade entity within the Automotive group sector is considered for the calculation. The remaining part of the automotive business – which is part of the industrial business of the ContiTech group sector – is not included in the calculation. For the Automotive group sector, the remaining part of the automotive business is considered for the calculation. The remaining part of the automotive business – which is part of the industrial business of the ContiTech group sector – is not included in the calculation.

3. Excluding the inbound logistics paid by the suppliers due to an accounting approach that is currently missing.

4. Excluding the trading goods business within the Automotive group sector. End of life treatment for automotive parts is considered for car shredders but not beyond. Further treatments are not transparent. Large amounts of material mass, especially metals, are recycled. Due to these scope limitations, the category covers 80% of Continental Group sales in 2023.

5. Other emissions include the reporting categories “Business travel,” “Fuel- and energy-related activities (not included in Scope 1 or 2),” “Waste generated in operations,” “Capital goods,” “Employee commuting” and “Upstream leased assets.” Details in Sustainability Report.

6. Other emissions include the reporting categories “Business travel,” “Fuel- and energy-related activities (not included in Scope 1 or 2),” “Waste generated in operations,” “Capital goods,” “Employee commuting” and “Upstream leased assets.” Details in Sustainability Report.

Only those negative CO₂ emissions due to carbon removal that are purchased and used in the corresponding fiscal year as part of the NO2Zero global customer program.

100% carbon-neutrality along the entire value chain latest by 2050.
Our Goal: 100% Carbon-neutral Own Operations by 2040

Reduction path for own CO₂ emissions (Scope 1+2)

- **Action 1 | RE 100**
  - 100% renewable purchased electricity by end of 2020 (RE100)
  - Reduction of approx. 70% of CO₂ emissions
  - Initial CO₂ emissions: 3.22 mn mt CO₂e
  - Co2 emissions Scope 1 and 2
  - Co2 emissions Scope 1 and 2

- **Action 2 | Decarbonization Roadmap 2040**
  - Systematic energy efficiency projects
  - Substitution of fossil fuels
  - Neutralization of unavoidable CO₂ emissions by carbon removals
  - CO₂ emissions by 2040: 0.5 mn mt CO₂e

Base year: 2019
Our Goal: 100% Along the Entire Value Chain by 2050 at the Latest

Reduction levers for Continental’s gross CO₂ backpack (Scope 3)

**Action 1 | Circularity 1/2**
Use of renewable and recycled materials (as substitutes)

**Action 2 | Circularity 2/2**
Product reuse and recycling

**Action 3 | Material consumption**
Smarter, light-weight and footprint-optimized product design

**Action 4 | Renewable energy**
Substantial use of renewable energy along supply chain (tier 1-n)

---

Area symbolizes possible variations in the reduction, as scope 3 is not directly under Continental’s control.

- **2021** First full reporting
- **2023**
- **2023**
- **2030**
- **2035**
- **2040**
- **2050**

- **22.38 mn mt CO₂e**
- **20.19 mn mt CO₂e**
Our Goal: 100% Along the Entire Value Chain by 2050 at the Latest

Reduction levers for customer and product use-related CO₂ emissions (Scope 3)

Customer and product use-related (Scope 3)

Area symbolizes possible variations in the reduction, as scope 3 is not directly under Continental's control.

Action 1 | Zero-tailpipe emission vehicles 1/2
Rapid expansion of ZTEV and power train agnostic portfolio

Action 2 | Zero-tailpipe emission vehicles 2/2
Phase-out of combustion engine related portfolio
Circular Economy in Our Own Operations
Responsible handling of water and waste

### Challenges

- Water is an existential and important resource
- Water scarcity and water scarcity risks in the value chain must be mitigated effectively

### Approach

Risk-based targets for water security and a global framework for water programs:

- **Avoid**: Maximum conservation of resources
- **Reuse**: Reusing materials
- **Recycle**: Recycling and reprocessing materials

### Objective

- **4%**: Reduction of water withdrawal per year based on sales in water stress high risk areas
- **2%**: Reduction of water withdrawal per year based on sales in water stress medium and low risk areas
- **2%**: Reduction of waste generation per year based on sales
- **95%**: Waste recovery quota by 2030

---

- Water is an existential and important resource
- Water scarcity and water scarcity risks in the value chain must be mitigated effectively

- Globally around 90 billion tons of materials are used each year to fuel our economy
- Most of the resources follow a linear value chain model.
- Closed material cycles are necessary to mitigate negative impact on our business.

- Water is an existential and important resource
- Water scarcity and water scarcity risks in the value chain must be mitigated effectively

- Globally around 90 billion tons of materials are used each year to fuel our economy
- Most of the resources follow a linear value chain model.
- Closed material cycles are necessary to mitigate negative impact on our business.

- Water is an existential and important resource
- Water scarcity and water scarcity risks in the value chain must be mitigated effectively

- Globally around 90 billion tons of materials are used each year to fuel our economy
- Most of the resources follow a linear value chain model.
- Closed material cycles are necessary to mitigate negative impact on our business.

- Water is an existential and important resource
- Water scarcity and water scarcity risks in the value chain must be mitigated effectively

- Globally around 90 billion tons of materials are used each year to fuel our economy
- Most of the resources follow a linear value chain model.
- Closed material cycles are necessary to mitigate negative impact on our business.
Our Responsible Value Chain Due Diligence System (RVCDDS) aims to protect humans & the environment as detailed in our RVC commitments via roles, responsibilities & tasks along 7 core processes:

**Labor Standards**
1. No child labor
2. Fair payment
3. Equal treatment & anti-discrimination
4. No forced labor & modern slavery
5. Freedom of association
6. Working conditions

**Security Practices**
10. Responsible security practices

**Environment**
11. Environmental impacts
12. Waste handling

**Safety and Health**
7. Health and safety
8. Mercury
9. Persistent organic pollutants

**Land Rights**
13. Land rights

These rights must be protected in our own operations and supply chain.
Sustainability / Memberships and Initiatives

Source: Integrated Sustainability Report 2023, page 132
Sustainability / ESG Ratings

Scoring Continental

<table>
<thead>
<tr>
<th>MSCI ESG RATINGS</th>
<th>as of September 2023</th>
</tr>
</thead>
<tbody>
<tr>
<td>CCC</td>
<td>B</td>
</tr>
<tr>
<td>3.6</td>
<td>3.3</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>FTSE Russell</th>
<th>as of June 2023</th>
</tr>
</thead>
<tbody>
<tr>
<td>Environment</td>
<td>Social</td>
</tr>
<tr>
<td>3.6</td>
<td>3.3</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>ISS ESG</th>
<th>as of May 2024</th>
</tr>
</thead>
<tbody>
<tr>
<td>C+ prime</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SUSTAINANLYTICS</th>
<th>as of August 2023</th>
</tr>
</thead>
<tbody>
<tr>
<td>17.6</td>
<td>low risk</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>CDP</th>
<th>as of February 2024</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>B</td>
</tr>
<tr>
<td>Climate</td>
<td>Water</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>ecovadis</th>
<th>as of March 2024</th>
</tr>
</thead>
<tbody>
<tr>
<td>74/100</td>
<td></td>
</tr>
</tbody>
</table>

Classification

AAA = best result
CCC = worst result

5 = best practice
0 = no disclosure

A+ = best performance
D- = worst performance

0-10 = negligible risk
10-20 = low risk
20-30 = medium risk
30-40 = high risk
40+ = severe risk

A = Leadership score
B = Management score
C = Awareness score
D = Disclosure score
F = Failure to disclose

85-100 = Outstanding score
65-84 = Advanced score
45-64 = Good score
25-44 = Partial score
0-24 = Insufficient score
Continental AG Investor Presentation 2024

Integrated Sustainability Report

› Continental has published a sustainability report every year since 2012 and a combined non-financial statement each year since 2018, with both reports looking at the past fiscal year.

› The main medium of our sustainability reporting is the integrated sustainability report. This report brings together information, in a modular format, from the company’s combined non-financial statement, management report, consolidated financial statements and other sources, as well as additional information.
## Agenda

<table>
<thead>
<tr>
<th>No.</th>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Continental Group</td>
<td>3</td>
</tr>
<tr>
<td>2</td>
<td>Automotive Group Sector</td>
<td>16</td>
</tr>
<tr>
<td>3</td>
<td>Tires Group Sector</td>
<td>52</td>
</tr>
<tr>
<td>4</td>
<td>ContiTech Group Sector</td>
<td>67</td>
</tr>
<tr>
<td>5</td>
<td>Corporate Governance</td>
<td>89</td>
</tr>
<tr>
<td>6</td>
<td>Sustainability</td>
<td>95</td>
</tr>
<tr>
<td>7</td>
<td>Financials</td>
<td>106</td>
</tr>
<tr>
<td>8</td>
<td>Back-up</td>
<td>119</td>
</tr>
</tbody>
</table>
### Group at a Glance Outlook 2024

<table>
<thead>
<tr>
<th>Category</th>
<th>Sales (bn)</th>
<th>EBIT Margin (%)</th>
<th>Adjusted Free Cash Flow (bn)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Automotive</td>
<td>~€20.0 – 22.0</td>
<td>~3.0 – 4.0%</td>
<td>~€0.7 – 1.1</td>
</tr>
<tr>
<td>Tires</td>
<td>~€14.0 – 15.0</td>
<td>~13.0 – 14.0%</td>
<td></td>
</tr>
<tr>
<td>ContiTech</td>
<td>~€6.6 – 7.0</td>
<td>~6.5 – 7.5%</td>
<td></td>
</tr>
</tbody>
</table>

1. Before amortization of intangibles from PPA, changes in the scope of consolidation, and special effects.
2. Free cash flow adjusted for acquisitions and divestments of companies and business operations.
Era of Execution: Topline Development

Sales (€ bn)

- **ContiTech**
  - 2023: 6.8
  - Short-term: ~7–8
  - Mid-term: ~8–9

- **Tires**
  - 2023: 14.0
  - Short-term: ~15–16
  - Mid-term: ~17–18

- **Automotive**
  - 2023: 20.3
  - Short-term: ~22–24
  - Mid-term: ~26–29

Considering current portfolio.
Era of Execution Path of Profitability

Adjusted EBIT\(^1\) margin (%)

- **ContiTech**
  - 2023: 6.1%
  - Short-term: >8%
  - Mid-term: ~8–11%

- **Tires**
  - 2023: 6.7%
  - Short-term: >9%
  - Mid-term: ~9–11%

- **Automotive**
  - 2023: 13.5%
  - Short-term: >13%
  - Mid-term: ~13–16%

- **Self-help**
  - >6%

Main drivers:
- Volume
- Self-help
  - Commercial excellence
  - Outperformance in targeted profit pools
  - Operational excellence
  - Footprint rightsizing

1 Before amortization of intangibles from PPA, changes in the scope of consolidation (only 2023), and special effects.
Considering current portfolio.
Era of Execution  Effective Capital Allocation

- Capex
- R&D

Value creation

Financing operations

- Debt
- Dividend
- Equity

Strong balance sheet

Portfolio management

- Best ownership reviews
- M&A

Strategic capital allocation to strengthen total shareholder return

1 Mergers and Acquisitions
Era of Execution Updated Dividend Policy

Dividend per share\(^1\) (€)

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Dividend per share</td>
<td>3.25</td>
<td>3.75</td>
<td>4.25</td>
<td>4.50</td>
<td>4.75</td>
<td>3.00</td>
<td>0.00</td>
<td>2.20</td>
<td>1.50</td>
<td>2.20</td>
</tr>
</tbody>
</table>

Payout ratio\(^2\)

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Payout ratio</td>
<td>27%</td>
<td>28%</td>
<td>30%</td>
<td>30%</td>
<td>33%</td>
<td>n.a.</td>
<td>n.a.</td>
<td>31%</td>
<td>not applied</td>
<td>38%</td>
</tr>
</tbody>
</table>

2023 onwards payout ratio\(^2\)

~20% to ~40%

(Previously ~15% to ~30%)

---

\(^1\) Dividend paid for the respective fiscal year, payout in the subsequent year. \(^2\) The ratio between the dividend for the fiscal year and the earnings per share.
### Era of Execution: Committed to Investment Grade

#### Current credit rating

<table>
<thead>
<tr>
<th>Rating Agency</th>
<th>Rating</th>
<th>Outlook</th>
</tr>
</thead>
<tbody>
<tr>
<td>Moody's</td>
<td>Baa2</td>
<td>Stable outlook</td>
</tr>
<tr>
<td>(since August 23, 2022)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Standard &amp; Poor's</td>
<td>BBB</td>
<td>Stable outlook</td>
</tr>
<tr>
<td>(since March 22, 2023)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fitch</td>
<td>BBB</td>
<td>Stable outlook</td>
</tr>
<tr>
<td>(since December 12, 2023)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

#### Mid-term targets | Group

<table>
<thead>
<tr>
<th>Metric</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rating</td>
<td>BBB/BBB+</td>
</tr>
<tr>
<td>Gearing ratio¹</td>
<td>&lt;40%</td>
</tr>
<tr>
<td>Equity ratio</td>
<td>&gt;30%</td>
</tr>
</tbody>
</table>

¹ Net indebtedness divided by equity. ² IFRS 16, Leases, has been applied since 2019. ³ The spin-off of Vitesco Technologies on September 15, 2021, resulted in the application of IFRS 5, Non-current Held for Sale and Discontinued Operations.
## Era of Execution  
### Expectations on Cash Flow

All figures mid-term

<table>
<thead>
<tr>
<th>Capital expenditure</th>
<th>Group Sectors</th>
<th>Cash generation(^1)</th>
<th>Group Sectors</th>
</tr>
</thead>
<tbody>
<tr>
<td>Automotive</td>
<td>~6–7%</td>
<td>Automotive</td>
<td>&gt;45%</td>
</tr>
<tr>
<td>Tires</td>
<td>~7–8%</td>
<td>Tires</td>
<td>&gt;60%</td>
</tr>
<tr>
<td>ContiTech</td>
<td>~4–5%</td>
<td>ContiTech</td>
<td>&gt;65%</td>
</tr>
</tbody>
</table>

### Capital expenditure | Group

| ~6–7% |

### Cash conversion\(^2\) | Group

| >70% |

---

\(^1\) Cash Generation: \((\text{EBITDA} – \text{CAPEX}) / \text{EBITDA}\), potentially excluding major one-time items.  
\(^2\) Ratio of free cash flow adjusted for acquisitions and divestments of companies and business operations to net income attributable to the shareholders of the parent. Considering current portfolio.
### Era of Execution Our Commitment

<table>
<thead>
<tr>
<th>Automotive</th>
<th>Tires</th>
<th>ContiTech</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Sales</strong></td>
<td><strong>Adjusted EBIT(^1) margin</strong></td>
<td><strong>Return on capital employed(^2)</strong></td>
</tr>
<tr>
<td>~€22–24 bn</td>
<td>&gt;6%</td>
<td>&gt;15%</td>
</tr>
<tr>
<td>~€26–29 bn</td>
<td>~6–8%</td>
<td>&gt;20%</td>
</tr>
<tr>
<td>~€15–16 bn</td>
<td>&gt;13%</td>
<td>&gt;20%</td>
</tr>
<tr>
<td>~€17–18 bn</td>
<td>~13–16%</td>
<td>&gt;23%</td>
</tr>
<tr>
<td>~€26–29 bn</td>
<td>&gt;6%</td>
<td>&gt;20%</td>
</tr>
<tr>
<td>~€22–24 bn</td>
<td>&gt;6%</td>
<td>&gt;15%</td>
</tr>
</tbody>
</table>

1. Before amortization of intangibles from PPA, and special effects. 2. ROCE — Ratio of EBIT to average operating assets for a fiscal year. 3. Cash generation: (EBITDA – CAPEX) / EBITDA, potentially excluding major one-time items. 4. Outperformance: sales growth compared to PC&LT production. 5. Research and development expenses (net) in % of sales.
## Era of Execution: Our Commitment

<table>
<thead>
<tr>
<th></th>
<th>Short-term</th>
<th>Mid-term</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Sales</strong></td>
<td>~€44–48 bn</td>
<td>~€51–56 bn</td>
</tr>
<tr>
<td><strong>Adjusted EBIT(^1) margin</strong></td>
<td>&gt;8%</td>
<td>~8–11%</td>
</tr>
<tr>
<td><strong>Return on capital employed(^2)</strong></td>
<td>&gt;15%</td>
<td>&gt;20%</td>
</tr>
<tr>
<td><strong>Cash conversion(^3)</strong></td>
<td>&gt;70%</td>
<td>&gt;70%</td>
</tr>
</tbody>
</table>

\(^1\) Before amortization of intangibles from PPA, and special effects. \(^2\) ROCE – Ratio of EBIT to average operating assets for a fiscal year. \(^3\) Ratio of free cash flow adjusted for acquisitions and divestments of companies and business operations to net income attributable to the shareholders of the parent, assuming a tax rate of ~27%. Considering current portfolio.
Group Clear Path to Value Creation

- Foundations laid for sustainable profitable growth
- Sharpened capital allocation in place
- Committed financially driven organization

Welcome to our era of execution
Disclaimer

This presentation has been prepared by Continental Aktiengesellschaft based on the Capital Market Day in December 2023, the full year results published in the 2023 annual report, as well as the 2023 sustainability report. It has not been independently verified. It does not constitute an offer, invitation or recommendation to purchase or subscribe for any shares or other securities issued by Continental AG or any subsidiary (jointly "Continental Group") and neither shall any part of it form the basis of, or be relied upon in connection with, any contract or commitment concerning the purchase or sale of such shares or other securities whatsoever.

Neither Continental Aktiengesellschaft nor any of its subsidiaries, advisors or representatives shall have any liability whatsoever (in negligence or otherwise) for any loss that may arise from any use of this presentation or its contents or otherwise arising in connection with this presentation.

This presentation includes assumptions, estimates, forecasts and other forward-looking statements, including statements about our beliefs and expectations regarding future developments as well as their effect on the results of the Continental Group. These statements are based on plans, estimates and projections as they are currently available to the management of the Continental Group. Therefore, these statements speak only as of the date they are made, and we undertake no obligation to update publicly any of them in light of new information or future events. Furthermore, although the management is of the opinion that these statements, and their underlying beliefs and expectations, are realistic as of the date they are made, no guarantee is or can be given that the expected developments and effects will actually occur. Many factors may cause the actual development to be materially different from the expectations expressed herein. Such factors include, for example and without limitation, changes in general economic and business conditions, fluctuations in currency exchange rates or interest rates, the introduction of competing products, the lack of acceptance for new products or services and changes in business strategy.

All statements with regard to markets or market position(s) of the Continental Group or any of its competitors are estimates of the Continental Group based on data available to the Continental Group. Such data are neither comprehensive nor independently verified. Consequently, the data used are not adequate for and the statements based on such data are not meant to be an accurate or proper definition of regional and/or product markets or market shares of the Continental Group and any of the participants in any market.

The tables on the key figures for the group sectors show only the figures for continuing operations in the reporting and comparative periods for all group sectors. As part of the new Automotive organizational structure (in place since January 1st 2024) the dissolved Smart Mobility business area is integrated into the respective business areas of Autonomous Mobility, Architecture and Networking and Software and Central Technologies. All key figures for the group sector Automotive reflect this over the entire reporting period and are adjusted accordingly pro forma for the comparative period.

Unless otherwise stated, all amounts are shown in millions of euro. Please note that differences may arise as a result of the use of rounded amounts and percentages.
Contact
Your Investor Relations Team

Max Westmeyer
Head of Investor Relations (Interim)
phone: +49 511 938 13650
e-mail: max.2.westmeyer@conti.de

Jana Maddison
Assistant to the Head of IR,
Roadshow & Conference Organization
phone: +49 511 938 1163
e-mail: jana.maddison@conti.de

Rachel Arellano
Analysts and Institutional Investors
phone: +49 511 938 10478
e-mail: rachel.arellano@continental.com

Andrea Kraft
Analysts and Institutional Investors
phone: +49 511 938 1880
e-mail: andrea.kraft@conti.de

Marcus Lieberum
Analysts and Institutional Investors
phone: +49 511 938 1787
e-mail: marcus.lieberum@conti.de

Sabine Reese
AGM, Disclosure Requirements,
Sustainability
phone: +49 511 938 1027
e-mail: sabine.reese@conti.de
# Agenda

<table>
<thead>
<tr>
<th></th>
<th>Agenda Item</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Continental Group</td>
<td>3</td>
</tr>
<tr>
<td>2</td>
<td>Automotive Group Sector</td>
<td>16</td>
</tr>
<tr>
<td>3</td>
<td>Tires Group Sector</td>
<td>52</td>
</tr>
<tr>
<td>4</td>
<td>ContiTech Group Sector</td>
<td>67</td>
</tr>
<tr>
<td>5</td>
<td>Corporate Governance</td>
<td>89</td>
</tr>
<tr>
<td>6</td>
<td>Sustainability</td>
<td>95</td>
</tr>
<tr>
<td>7</td>
<td>Financials</td>
<td>106</td>
</tr>
<tr>
<td>8</td>
<td>Back-up</td>
<td>119</td>
</tr>
</tbody>
</table>
# References

**Useful Links to Continental Websites**

<table>
<thead>
<tr>
<th>Category</th>
<th>Link</th>
</tr>
</thead>
<tbody>
<tr>
<td>Investor Relations</td>
<td>Investor Relations</td>
</tr>
<tr>
<td>Capital Market Day</td>
<td>Capital Market Day 2023</td>
</tr>
<tr>
<td>Latest Presentations</td>
<td>Presentations</td>
</tr>
<tr>
<td>Events</td>
<td>Events</td>
</tr>
<tr>
<td>Finance Calendar</td>
<td>Finance Calendar</td>
</tr>
<tr>
<td>Sustainability</td>
<td>Sustainability</td>
</tr>
<tr>
<td>Integrated Sustainability Report</td>
<td>Integrated Sustainability Report 2023</td>
</tr>
<tr>
<td>Corporate Governance Principles</td>
<td>Corporate Governance Principles</td>
</tr>
<tr>
<td>Corporate Governance Presentation</td>
<td>Corporate Governance Presentation 2024</td>
</tr>
<tr>
<td>Annual Report</td>
<td>Annual Report 2023</td>
</tr>
<tr>
<td>Shares</td>
<td>Shares</td>
</tr>
<tr>
<td>Debt and Rating</td>
<td>Debt and Rating</td>
</tr>
</tbody>
</table>
Total number of shares issued: 200,005,983

As in the previous year, free float as defined by Deutsche Börse AG amounted to 54.0% as at the end of 2023. The most recent change took place on September 17, 2013, when our major shareholder, the IHO Group, Herzogenaurach, Germany, announced the sale of 7.8 million Continental shares, reducing its shareholding in Continental AG from 49.9% to 46.0%.
# Members

<table>
<thead>
<tr>
<th>Name</th>
<th>Curriculum Vitae</th>
<th>First elected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prof. Dr.-Ing. Wolfgang Reitzle</td>
<td>Curriculum Vitae - Prof. Dr.-Ing. Wolfgang Reitzle</td>
<td>2009</td>
</tr>
<tr>
<td>Dr. Gunter Dunkel</td>
<td>Curriculum Vitae - Dr. Gunter Dunkel</td>
<td>2009</td>
</tr>
<tr>
<td>Isabel Corinna Knauf</td>
<td>Curriculum Vitae - Isabel C. Knauf</td>
<td>2019</td>
</tr>
<tr>
<td>Klaus Rosenfeld</td>
<td>Curriculum Vitae - Klaus Rosenfeld</td>
<td>2009</td>
</tr>
<tr>
<td>Hasan Allak*</td>
<td>Curriculum Vitae - Hasan Allak</td>
<td>2019</td>
</tr>
<tr>
<td>Dr. Matthias Ebenau*</td>
<td>Curriculum Vitae - Dr. Matthias Ebenau</td>
<td>2024</td>
</tr>
<tr>
<td>Carmen Löffler</td>
<td>Curriculum Vitae - Carmen Löffler</td>
<td>2021</td>
</tr>
<tr>
<td>Christiane Benner*</td>
<td>Curriculum Vitae - Christiane Benner</td>
<td>2018</td>
</tr>
<tr>
<td>Francesco Grioli*</td>
<td>Curriculum Vitae - Francesco Grioli</td>
<td>2018</td>
</tr>
<tr>
<td>Sabine Neuß</td>
<td>Curriculum Vitae - Sabine Neuß</td>
<td>2014</td>
</tr>
<tr>
<td>Jörg Schönfelder*</td>
<td>Curriculum Vitae - Jörg Schönfelder</td>
<td>2004</td>
</tr>
<tr>
<td>Dorothea von Boxberg</td>
<td>Curriculum Vitae - Dorothea von Boxberg</td>
<td>2022</td>
</tr>
<tr>
<td>Michael Iglhaut*</td>
<td>Curriculum Vitae - Michael Iglhaut</td>
<td>2006</td>
</tr>
<tr>
<td>Prof. Dr. Rolf Nonnenmacher</td>
<td>Curriculum Vitae - Prof. Dr. Rolf Nonnenmacher</td>
<td>2014</td>
</tr>
<tr>
<td>Stefan Scholz*</td>
<td>Curriculum Vitae - Stefan Scholz</td>
<td>2015</td>
</tr>
<tr>
<td>Stefan E. Buchner</td>
<td>Curriculum Vitae - Stefan E. Buchner</td>
<td>2022</td>
</tr>
<tr>
<td>Satish Khatu</td>
<td>Curriculum Vitae - Satish Khatu</td>
<td>2019</td>
</tr>
<tr>
<td>Anne Nothing*</td>
<td>Curriculum Vitae - Anne Nothing</td>
<td>2024</td>
</tr>
<tr>
<td>Matthias Tote*</td>
<td>Curriculum Vitae - Matthias Tote</td>
<td>2024</td>
</tr>
</tbody>
</table>

*The members are elected by the employees of Continental AG and its German subsidiaries.*
## Continental Executive Board

### Members of Executive Board

<table>
<thead>
<tr>
<th>Name</th>
<th>Curriculum Vitae</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nicolai Setzer</td>
<td>Curriculum Vitae - Nikolai Setzer</td>
</tr>
<tr>
<td>Olaf Schick</td>
<td>Curriculum Vitae - Olaf Schick</td>
</tr>
<tr>
<td>Dr. Ariane Reinhart</td>
<td>Curriculum Vitae - Dr. Ariane Reinhart</td>
</tr>
<tr>
<td>Christian Kötz</td>
<td>Curriculum Vitae - Christian Kötz</td>
</tr>
<tr>
<td>Philip Nelles</td>
<td>Curriculum Vitae - Philip Nelles</td>
</tr>
<tr>
<td>Philipp von Hirschheydt</td>
<td>Curriculum Vitae - Philipp von Hirschheydt</td>
</tr>
</tbody>
</table>